EARLY CHILDHOOD COMPREHENSIVE SYSTEMS

Building the Organizational Culture and Capacity for Systems Change Among Early Childhood and Maternal-Child Health Partners

Driver Diagram and Change Package

HRSA Maternal & Child Health

Early Childhood Systems
TECHNICAL ASSISTANCE & COORDINATION CENTER

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Introduction

Collaboration to bring about meaningful change in early childhood systems (ECS) and maternal-child health (MCH) systems relies on partners whose organizational culture and capacity for change are open to experimentation, learning, and development. Organizational culture (i.e., shared behavioral expectations and norms in a work environment or "the way work is done") and organizational climate (i.e., staff perceptions of the impact or "how it feels" to work at the organization) influence the behaviors, actions, and work carried out by individual team members. Culture and climate are key organizational components that affect capacity for systems change[1] among partners.

Early Childhood Comprehensive Systems Health Integration P-3 (ECCS HIP-3) awardees have an opportunity to act as change agents, or action-oriented leaders and catalysts for change, in the critical work of aligning and integrating ECS and MCH systems to better serve young children and families. However, ECCS HIP-3 leaders may encounter resistance to change within their own organizations or among their partners, in part due to challenges such as chronic understaffing, inadequate financial resources, and competing priorities. These challenges may increase stress and insecurity in the workplace, which negatively affects an organization's culture, climate, and capacity for change. Further, leaders may lack essential knowledge, skills, and support for effectively championing and managing change processes.

However, ECS and MCH partners can establish a strong foundation for meaningful systems change by fostering a culture, both within and among partners, that embraces change through continuous innovation, learning, resilience, and improvement. To achieve collective goals, partners and individual leaders must attend to both the "process" and "people" sides of change within their organizations. Change management is a process and set of techniques that facilitate structural and staff transitions from the current state to the new, desired state.[2] Learning to effectively manage change builds capacity among system leaders to move work forward in a stimulating, rewarding, and empowering way for team members and increases the likelihood of sustaining collaboration and work integration.

Purpose

The change package is a quality improvement tool intended for use by ECCS HIP-3 awardees and their partners. It provides many change ideas and a menu of options to inform continuous quality improvement (CQI) projects. The Early Childhood Systems Technical Assistance and Coordination Center (ECS-TACC) team encourages awardees to selectively test change ideas based on their unique circumstances and needs, as not all change ideas will be applicable for all awardees. This resource and other change packages to support ECS awardees are available at <u>ECS-TACC CQI Change Packages</u>.

Definitions

Term	Definition
EARLY CHILDHOOD SYSTEM	The early childhood system may encompass, but is not limited to, home visiting, early care and education, family and social supports, income assistance and basic needs, physical health (i.e., pre- and postnatal care, pediatric or family care), oral health, mental and behavioral health, child welfare, and employment training and education.
MATERNAL-CHILD HEALTH SYSTEM	The maternal-child health system may encompass, but is not limited to, organizations and providers including Medicaid, federally qualified health centers, hospitals, clinics, private practices, obstetricians, gynecologists, pediatricians, family practice physicians and advanced practice providers, community health workers, doulas, dental providers, mental or behavioral health professionals, substance use disorder providers, and postpartum support or recreation groups.
EQUITY	"The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality."[3]
UNDERSERVED COMMUNITIES	"Populations sharing a particular characteristic, as well as geographic communities that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of equity."[3]
CONTINUOUS QUALITY IMPROVEMENT (CQI)	An evidence-informed collection of actionable change ideas that are known to produce the desired result in a process or system.
CHANGE PACKAGE	An evidence-informed collection of actionable change ideas that are known to produce the desired result in a process or system.
DRIVER DIAGRAM	A visual display of an improvement theory showing what "drives" or contributes to the achievement of a project aim; helps break down large CQI projects into smaller, more manageable pieces.

Term	Definition
SMART AIMS	Desired outcomes that are specific, measurable, achievable, relevant, and time-bound.
SMARTIE AIMS	Desired outcomes that are specific, measurable, achievable, relevant, time-bound, inclusive, and equitable.
PRIMARY (KEY) DRIVERS	Broad, overarching factors that directly affect the aim.
SECONDARY DRIVERS	Factors that affect primary drivers.
CHANGES	Ideas that are believed to result in improvement.
CHANGE TOOLS	Specific examples or resources to support tests of change.
PLAN-DO-STUDY-ACT (PDSA) CYCLE	Method used to test a change by planning it, trying it out, studying the results, and acting on what is learned.

Ingredients for Improvement

To achieve system-level improvement, ECCS awardees should review and consider the three "must-haves"[4] listed below.

❶ WILL

The urgency, buy-in, and motivation to improve: "We must do what it takes!"

❷ IDEAS

The alternatives to the status quo; changes to the way you are currently doing things.

❸ EXECUTION

The ability to carry out change effectively and make improvements.

Awardees can discuss these three ingredients for improvement in more detail with their partners to identify strengths and areas for growth. Applying them and a CQI framework such as the Model for Improvement can help awardees move effectively toward their goals and increase the likelihood of success. These can also help awardees and their partners efficiently use valuable time and resources.

Using the Change Package

Awardees, together with their ECS and MCH partners, should first review and discuss the primary and secondary drivers. Then they can work together to determine individual and collective strengths as well as opportunities for improvement. Once partners have agreed on the drivers most in need of improvement, changes can be selected and prioritized to help strategically focus efforts while ensuring the work feels manageable. Awardees can use the questions below to guide discussions and select changes with their partners.

Selecting Changes

❶ Which primary and secondary drivers are already in place and working well?

❷ Which drivers do we need to work on? Does this align with what the data (qualitative and quantitative) tells us?

❸ Which changes could leverage efforts already underway and/or enable us to gain early wins and build momentum?

❹ Which changes might help us address our most urgent priorities?

❺ Do we need to work on some changes before others? (sequencing)

❻ Who will lead and support these changes? What does equitable burden-sharing look like in practice?

Once changes have been selected, awardees and their partners can begin testing changes on a small scale (i.e., conduct a small test of change) using Plan-Do-Study-Act (PDSA) cycles. Starting small enables the team to learn from and adjust the change as needed before implementing it on a larger, more permanent scale. Awardees and their partners should revisit the change package regularly. Over time, additional drivers may be addressed, and additional changes may be tested.

Custom Measures

Awardees are also encouraged to explore custom measures that may be helpful in monitoring their progress. A resource such as Stronger Measurement can be used to assess the potential impact of custom measures during the exploration and selection process. The ECS-TACC team recommends using the Culture Change Toolbox: Step 3, Assess the Current State and/or the Organizational Culture Assessment Instrument (PDF) because these tools include measurement elements that can be aligned to the key drivers described in the change package. Other ideas for custom measures may be found in the Organizational Culture Assessment Questionnaire (PDF), Organizational Culture of Quality Self-Assessment Tool, Implementation Climate Scale, Group Assessment for Aligning Systems for People (GrAASP) Tool, Self-Assessment for MCH Competencies, and the Change Management Toolkit (PDF).

Awardees should consider using the SMARTIE (specific, measurable, achievable, relevant, time-bound, inclusive, equitable) format when selecting their custom measures and setting related aims. SMARTIE aims are about including marginalized, oppressed, and underserved communities in a way that shares power, reduces disparities, and advances equitable outcomes. Below are two examples of SMARTIE aims.

❶ Increase the percentage of family leaders representing underserved communities who have completed change champion training from XX% to YY%.

❷ Increase the number of team units (e.g., steering committee, workgroups, advisory boards) using story circles as a trust-building activity from XX to YY.

For more guidance on developing SMARTIE aims, please refer to the SMARTIE Goals Worksheet.

Technical Assistance

The ECS-TACC team can provide technical assistance to support awardees in using a CQI framework; understanding the change package; selecting and testing change ideas; identifying custom measures; and building the will for change. Please contact your ECS-TACC Technical Assistance Specialist for assistance, support, or more information on this change package.

Driver Diagram

A driver diagram is a visual display of an improvement theory showing what "drives" or contributes to the achievement of a project aim. It helps break down large CQI projects into smaller, more manageable pieces.

Aim *Desired outcomes that are specific, measurable, achievable, relevant, and time-bound.*	Primary Drivers *Broad, overarching factors that directly affect the aim.*	Secondary Drivers *Factors that affect primary drivers.*
By MM/DD/YY, Build the organizational culture and capacity* for change among maternal and early childhood system partners to meaningfully advance equitable health, early development, and family well-being across culturally and linguistically diverse populations. *As measured by the Culture Change Toolbox, Step 3: Assessing the Current State,[5] Organizational Culture Assessment Instrument (PDF),[6] or a similar tool to assess organizational culture and capacity for change.	*Interorganizational function and climate*	*Common values*
		Quality of interactions
		Structures and work environments
		Continuous learning and innovation
		Accountability and recognition
	Individual leaders of systems change	*Leadership competencies*
		Change-related knowledge and skills
		Qualities and traits
	Equity-centered values	*Anti-racist principles*
		Reflection and cultural humility
		Reconciliation and healing
		Distributed power and shared decision-making
		Inclusive family leadership
	Systems approach to change management	*Identifying change ideas*
		Change agents
		Readiness and preparation
		Strategic implementation
		Continuous quality improvement
		Ongoing feedback and positive reinforcement

Change Package

A change package is an evidence-informed collection of actionable change ideas that are known to produce the desired result in a process or system.

Primary Driver: Interorganizational Function and Climate

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Common values	• Complete an assessment of current organizational culture, within and among partners; consider how differences may impact collaboration • Create a culture map to define shared values and what the "right" collective culture looks, sounds, and feels like • Develop a culture playbook to integrate values into regular practices and behaviors (e.g., communication, meetings, new team member orientation, policies, trainings, professional development) • Incrementally work on collective culture priorities identified by team members (e.g., starting and ending meetings on time, giving team members time and space to speak uninterrupted, establishing group norms)	• Culture Change Toolbox • A Simple Organizational Culture Assessment Questionnaire • Collaborative Values Inventory • Culture Mapping • How to Use the Culture Design Canvas - A Culture Mapping Tool • Cocreating a Change-Making Culture • The Culture Playbook 101 • Driving a Successful Culture: Writing and Implementing a Culture Playbook • The Culture-Centric Organization: Set Culture as the Strategy to Drive Results (PDF) • Human Capital Institute Tools for Engaging Your People

Primary Driver: Interorganizational Function and Climate

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Quality of interactions	• Ask team members what relationship-building activities they enjoy and find valuable; incorporate identified activities at regular intervals • Invest time and energy in facilitating positive interactions that increase good feelings and improve morale • Give team members the skills needed to navigate conflict in healthy ways (e.g., training, role playing, procedures) • Practice empathy and promote healthy work/life balance for team members across sectors	• ATTIC: Activities for Transforming Teams & Igniting Change • Living a Successful Workplace Culture: Upholding a Culture Playbook • 9 Tips to Build Positive Relationships in the Workplace • 100 Positive Words to Describe Coworkers • How To Build Good Working Relationships • Understanding Empathy Mapping • MCH Competency: Negotiation and Conflict Resolution • Concerned, Uncomfortable, Safety (CUS) technique • TED Talk: How to have constructive conversations
Structures and work environments	• Create a cross-sector leadership network to strengthen support and connection for individuals leading shared systems change • Develop agile work structures (e.g., governance council, steering committee, workgroups, advisory boards) that are non-hierarchal and cross-functional • Examine visible signs of collective organizational culture (e.g., physical layout and décor of meeting spaces, dress codes or attire, virtual backgrounds); decide as a team whether these reflect common values • Gather input from team members on what things could promote a positive work environment (e.g., develop a shared logo, use preferred meeting spaces, share snacks during meetings, create rituals such as "dress down day," incorporate wellness activities); decide as a team what to implement	• The Guidebook to Successful Policy and Systems Change • Creating a Cross Sector Leadership Network • The New Leadership Network • Fitter, flatter, faster: How unstructuring your organization can unlock massive value • What is Agile Collaboration? • Influences on Organizational Culture (section Visible Signs of Culture) • Elements of Culture

Primary Driver: Interorganizational Function and Climate

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Continuous learning and innovation	• Embed practices (e.g., standing agenda item, two-word weekly check-in) to reflect on collective culture including behaviors, actions, activities, and lessons learned • Conduct a monthly pulse survey (i.e., short, quick survey sent regularly and repeatedly to team members) to track culture status and progress • Promote innovation, creativity, and autonomy; highlight real-time examples of these being demonstrated in practice • Foster resilience and reasonable risk tolerance (i.e., ability to take risks within clearly defined and communicated boundaries set by the organization) to decrease fear of failure; share learning from things that didn't work • Facilitate interorganizational dialogue to encourage joint experimentation, learning, and implementation	• What is an Employee Pulse Survey? • Pulse Surveys: Best Practices for Collecting Real-Time Feedback • 6 Employee Survey Questions About Culture • How to Foster Innovation in the Workplace • The Key Ingredients for Creating a Continuous Learning Culture • Five Factors to Consider When Establishing Risk Tolerance • Three Ways to Overcome Fear of Failure at Work • 5 Thought Patterns That Fuel the Fear of Failure
Accountability and recognition	• Conduct an assessment with the help of an external consultant to examine how behaviors and actions align with common values that have been identified • Identify and discuss ways to address different organizational climates between partners (e.g., some may have more flexibility for innovation while others may be more focused on compliance and responding to crises) • Regularly recognize individuals/teams and share stories that exemplify how organizational values and desired behaviors are put into action • Create annual awards around values • Celebrate the people and positive organizational culture in a variety of ways (e.g., rewards, formal recognition, events)	• Capacity Building Self-Assessment Tool: Dimension 1 - Culture and Climate (PDF) • Capacity Building Center for States: Resources on Organizational Culture and Climate • 10 Positive Feedback Examples for Employee Recognition

Primary Driver: Individual Leaders of Systems Change

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Leadership competencies	• Complete a leadership self-assessment to examine how current actions and behaviors align with stated values; create an individual development plan • Complete training in adaptive leadership • Explore principles of different leadership approaches to understand how and when to apply them in different circumstances • Learn strategies to avoid micromanaging and promote autonomy in team members; seek out and welcome new ideas • Implement an effective open-door policy • Learn how to pace work activities in a way that minimizes staff stress	• The Need for Cross-Sector Collaboration • Leadership Self-Assessment Tool • Leadership Development Plan template (PDF) • Whole Leadership: A Framework for Early Childhood Programs • What is Adaptive Leadership? • Role of Leadership and Key Actions for Health System Leaders • How To Create a Virtual Open-Door Policy • The Art of Alignment (People First!) - YouTube
Change-related knowledge and skills	• Learn about different types of organizational culture, the characteristics of each, and the role of leaders in shaping them • Complete training on MCH change management approaches and tools • Develop narrative-building capacity (i.e., ability to "make the case") for change among partners, team members, and influential leaders • Learn how to balance and attend to both the people and process sides of change • Learn about the phases of change that individual team members may cycle through and how to meet their needs at different stages	• The Leader's Culture Change Toolkit • The Culture Carrier Toolkit • The Essential Skills of Cross Sector Leadership • A Playbook for Company Culture Transformation: Why, What, and How • The Cameron and Quinn Competing Values Culture Model • Edgar Schein's Organizational Culture Triangle • The 4 Types of Organizational Culture & Their Benefits • MCH Change Management Learning Bundle • The 6 Stages of Change • The Features of Narratives: A Model of Narrative Form for Social Change Efforts • Narrative Initiative Resource Library

Primary Driver: Individual Leaders of Systems Change

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Qualities and traits	• Boldly embrace change while demonstrating humility and openness to learning from diverse perspectives • Learn about servant leadership and how to lead with your heart • Learn how to practice active listening • Develop and display a growth mindset including flexibility, responsiveness, reflection, changes over time, and interprofessional receptivity • Model emotional intelligence and vulnerability	• Know the Traits of Adaptive Leaders • "Lead With Your Heart": A Practical Definition • TED Talk: Are You a Giver or a Taker? • Growth Mindset – What It Is and How to Build It • Emotional Intelligence Training • Vulnerability in the Workplace: A Leadership Skill

Primary Driver: Equity-Centered Values

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Anti-racist principles	• Center (in burden-neutral ways) experiences of team members from underserved communities, including acknowledgment of prior harm done • Assess organizational culture, within and among partners, from an ecological perspective (e.g., environmental factors, political climate, community, organizational financial resources) • Provide training to team members on historical traumas and policies (local, regional, national) and how these apply to current issues and work • Advance racial, ethnic, cultural, and linguistic diversity as an essential aspect of the collective organizational culture and collaborative work	• Collaborating for Equity and Justice: Moving Beyond Collective Impact • Awake to Woke to Work: Building a Race Equity Culture • Family Voices Anti-Racism Toolkit • Racial Equity Toolkit: An Opportunity to Operationalize Equity (PDF) • Racial Equity & Inclusion Action Guide: 7 Steps to Advance and Embed Race Equity and Inclusion • Successful Engagement with People Who Have Lived Experience(PDF) • Health Justice - Organizational Equity Assessments, Trainings, Mentorship • Allies at Work: The Meaning of How to Be an Ally in The Workplace
Reflection and cultural humility	• Encourage individual self-exploration of personal and cultural biases; dedicate time for reflection and sharing of how these may affect working relationships • Complete MCH cultural competency training • Reflect on and highlight the strengths and resources of diverse communities • Honor first languages and celebrate culture by facilitating activities representing different cultural customs, languages, and traditions • Incorporate Collaborating for Equity and Justice (CEJ) principles into guidance for building relationships and working together	• Implicit Bias Self-Test • Implicit Bias Training Series • Using the SEEDS Model to Understand and Manage Our Biases • Cultural Competence Check-In: Self-Reflection (PDF) • Intercultural Competences: Conceptual and Operational Framework • MCH Cultural Competency Training • National Center for Cultural Competence • Luna Jimenez Institute • Contemplative Practices • Collaborating for Equity and Justice (CEJ) principles

Primary Driver: Equity-Centered Values

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Reconciliation and healing	• Take ownership when harm is caused implicitly or explicitly or when a process has broken down • Facilitate community listening sessions, storytelling, healing circles, etc. • Share ways individuals can 'interrupt' discrimination and be an ally; role play and give examples • Dedicate time to share learnings about what has and hasn't worked to address disparities	• Embracing Equity: 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization (PDF) • Story Circles Toolkit • Manual for Developing Intercultural Competencies: Story Circles • Maternal Health Learning and Innovation Center – Equity Resources • Liberatory Design for Equity Process
Distributed power and shared decision making	• Acknowledge the power dynamics at play; discuss how they may affect the organizational culture and be addressed • Co-develop and integrate equity competencies into organizational culture expectations • Activate organizational culture changes that have been recommended and prioritized by leaders from underserved communities • Spend time promoting the value of non-hierarchical functioning (i.e., all roles share responsibility and leadership) and inclusive decision-making processes whereby everyone, and especially representatives from underserved communities, have a vote and influence on decisions being made • Invest resources in building infrastructure to support shared power	• Leading for Equity Framework • Share Power with Communities • Fostering Distributed Leadership in Early Childhood • The Spectrum of Community Engagement to Ownership (PDF) • Building Consensus: Better Meetings Begin with Facilitation

Primary Driver: Equity-Centered Values

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Inclusive family leadership	• Promote the value and importance of engaging families as equal partners • Develop and embed authentic family leadership as an equity strategy by using a roadmap or toolkit • Create a family advisory group that is representative of underserved communities • Discuss ways to nurture positive relationships and interactions between family and professional team members • Provide funding, time, training, and resources to support professionals and families in collaborating effectively • Survey family leaders at regular intervals to assess their feelings about organizational culture, engagement, influence, and power	• A Roadmap for Amplifying Family Voice to Advance Equitable Outcomes for Young Children (PDF) • Parent Engagement and Leadership Assessment Guide and Toolkit • Meaningful Family Partnership and Family Engagement in Systems Toolkit • Modules to Support Parent Leadership as an Equity Strategy • Family Engagement Training for Staff, Parts One and Two • Staff Resources to Support Family Engagement • Sustaining and Embedding Parent Leadership and Voice (PDF) • Co-Developing Solutions with the Community: The Power of Human-Centered Design • North Carolina Family Engagement and Leadership Framework • Reflection Tool on Parent Partnership and Diversity, Equity, and Inclusion in Your Organization

Primary Driver: Systems Approach to Change Management

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Identifying change ideas	• Use systems thinking tools (e.g., causal loop diagrams, asset mapping) to explore and address complex problems, making sure to recognize parallel processes and relationships • Facilitate exercises (e.g., 5 Whys, fishbone diagram) to examine root causes of identified problems or challenges • Agree on what data matters and how it will be tracked • Establish shared goals; start with 1 to 2 priority outcomes • Analyze what is known (e.g., the evidence base, impactful interventions, adaptive and emergent strategies) to identify change ideas	• Tools for Supporting Systems Thinking and Change • Tools for Mapping and Data Sources • Using Data to Reduce Disparities and Improve Quality (PDF) • Systems Integration (MCH Navigator) • MCH Root Cause Analysis: 5 Whys and Fishbone Diagram • Evidence for MCH Programs • Methods and Tools for Evidence-Informed Decision Making in Public Health • Developing an Intervention
Change agents	• Develop a matrix to identify and discuss who (individuals or groups) could obstruct, allow, support, or contribute to the change • Designate "change champions" (i.e., trusted and influential individuals) who can encourage others to accept and embrace change • Create an action-oriented role (e.g., change agent/manager) to lead and manage change processes using a structured approach or toolkit • Invest in infrastructure (e.g., leaders, training, time) to build organizational capacity for meaningful change	• The Role of a Change Agent: Characteristics, Types, Skills • Leading Systems Change: A Workbook for Community Practitioners and Funders • Identifying Targets and Agents of Change - Community Tool Box • Leading Change Reflection Tool (PDF) • Psychology of Change Framework

Primary Driver: Systems Approach to Change Management

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Readiness and preparation	• Conduct assessments to gauge individual and organizational readiness for change • Develop a communication plan; articulate the "why" (i.e., purpose of the change) and desired results regularly through a variety of methods and influential messengers (e.g., executive leaders, frontline supervisors, change champions) • Spend extra time working with managers and supervisors so they can provide detailed guidance and ongoing support to front-line staff • Protect time for team members to build knowledge and skills to support change • Learn about the phases of change that individual team members may cycle through and how to meet their needs at different stages	• Change Readiness Assessment (PDF) • Communicating Change: What People Want to Hear and What They Need to See • Developing a Plan for Communication • The 6 Stages of Change • The 10 Rules of Change • Community of Solutions Framework: Skills for Change-Making
Strategic implementation	• Use a structured model or toolkit for change management • Develop a roadmap with key milestones and timelines to break complex change into simple steps • Start small by testing with individuals or groups who are known innovators or early adopters; ask them to share success stories and build momentum • Establish an iterative process to create guidance, training, and tools to support the change; incorporate feedback from team members who are early testers of the change • Use a phased approach to gradually implement and spread change • Document how the change will be operationalized and sustained (e.g., new or revised policies, procedures, training, job descriptions, performance reviews, ongoing education, data systems, written and electronic materials) • Proactively work with individuals who might be resistant to change	• Change Management Toolkit (PDF) • The ADKAR Model of Change • Kotter's 8 Step Change Model • The McKinsey 7S Model | A Comprehensive Guide with Templates • Resistance Checklist: Best Practices for Managing Resistance to Change • 9 Effective Tactics for Managing Resistance to Change

Primary Driver: Systems Approach to Change Management

Secondary Drivers *Factors that affect primary drivers.*	Changes *Ideas that will result in improvement.*	Change Tools *Specific examples or resources to support tests of change.*
Continuous quality improvement (CQI)	• Spend time explaining the benefits, value, and principles of CQI • Provide foundational and ongoing CQI training to build team members' knowledge, skills, and capacity • Integrate CQI into regular practices (e.g., strategic planning, monthly meetings, trainings) • Use a structured approach (e.g., Model for Improvement, Plan-Do-Study-Act cycles) and dedicate time for team members to run iterative cycles of inquiry, data collection, change testing, and evaluating improvement	• Building a Culture of Continuous Improvement: Guidebook and Toolkit • Roadmap to Culture of Quality Improvement • Quality Improvement 101 Training • Quality Improvement 102 Training • QI eLearning Modules, Tools, and Templates
Ongoing feedback and positive reinforcement	• Establish feedback loops to gain insights, gather input, address concerns, and promote ongoing communication • Help team members stay focused on present assignments and prepare for future work to avoid feeling overwhelmed • Provide regular updates on progress to maintain momentum • Continuously celebrate successes (big and small) in a variety of ways	• Positive Reinforcement in the Workplace • Feedback 101 • Listen4Good Tools and Frameworks • Helping Employees to Manage Change • 6 Ways to Use Employee Feedback as a Change Management Tool

Disclaimer

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